

# **FORT DETRICK U.S. ARMY GARRISON STRATEGIC PLAN**



**2004**



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## Part A: Direction from Command and Leadership



### INSTALLATION COMMANDER'S COMMENTS

*Message from Installation Commander, Major General Lester Martinez-Lopez:*

**Fort Detrick is a premier multi-agency installation committed to supporting and maintaining each tenant organization in accomplishing its mission. The installation's sustaining environment allows each tenant activity to continue as a specialized center of excellence.**

**Through our vision, we are striving to create an environment in which PEOPLE will be proud to work. We are endeavoring to forge a community climate of excellence where every service member, civilian employee and family member has a strong sense of pride and ownership, thereby improving our mission capabilities and enhancing the quality of life for those who work and live on the installation. The vision will be realized through a modern, efficiently managed installation with a long-range plan to continually improve administrative and technical support to our customers.**

**The installation's foremost challenge is to continue serving the Nation with exceptional base operations and technical support in the face of greater competition for diminishing federal funding and changing customer needs. We must thoughtfully pursue key business alliances, strategic changes, new technologies and enhanced operational management techniques. As we adapt to the new environment, we are focusing on our programmatic mission and increasing our productivity. Our role in the new environment is both dynamic and challenging. We seek to continually strengthen our position as a responsive, technically innovative organization that supports customer needs and expectations.**



## DEPUTY INSTALLATION COMMANDER'S COMMENTS

*Message from Deputy Installation Commander, Colonel John E. Ball:*

**This document contains the U.S. Army Garrison, Fort Detrick Strategic Plan. Without strategic direction, an organization risks both internal misalignment and the likelihood that it will fail to respond to a changing world. The Strategic Plan is a living document to be assessed and revised annually. In the past, the document focused on near term planning. This document attempts to capture short-, mid- and long-range planning objectives using knowledge and insight from our past, present and future and reflects the strategies incorporated in the Department of Army's Strategic Plan.**

**Formation of strategic planning and guidance is the responsibility of the Board of Directors. However, thinking and acting strategically is not limited to leadership. Active participation by our entire workforce is necessary so that our planning process builds upon itself at every level.**

**Our customers, stakeholders, and suppliers provide strategic direction, and the Garrison also encourages their participation in our long term planning process. Through implementation of the Malcolm Baldrige Army Performance Improvement Criteria (APIC) and daily interaction with our tenants, we will be able to achieve a customer-focused strategy for the future.**

**The Board of Directors provided you with this document to ensure that the Strategic Plan's guiding principles and goals are communicated and understood throughout the organization. I, personally, solicit your participation and feedback.**

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*"To cherish traditions, old buildings, ancient cultures and graceful lifestyles is a worthy thing--but in the world of technology to cling to outmoded methods of manufacture, old product lines, old markets or old attitudes among management and workers is a prescription for suicide."*

Sir Ieunan Maddock  
New Scientist, 1982



## VISION

“Our Strategic Plan establishes the course to posture Fort Detrick for success in the future. The plan provides the directional force, which will continually guide our processes and drive operational improvements throughout our organization. Using future based thinking; we will be able to look at alternative courses of action open to us in the future. Analysis of these courses of action will provide the foundation for making current decisions. The strategic planning process facilitates the systematic identification of both the opportunities and threats that lie in Fort Detrick’s future. Strategic planning is a way of life and will define Fort Detrick’s organizational culture in the years to come. Without a good strategic plan, Fort Detrick runs the risk of not being competitive in our changing and uncertain world, unable to take care of either our customers or our workforce. We believe that the Fort Detrick vision encompasses the total picture of a growing, vital organization. Building on the foundations of a competent, motivated workforce, we continue to grow as we work toward achieving our vision.” (Fort Detrick Board of Directors)

**THE US ARMY GARRISON – SUPPORTING FORT DETRICK THROUGH TECHNOLOGY AND INNOVATION, FOSTERING AN ENVIRONMENT FOR GROWTH AND TRANSFORMATION IN THE 21<sup>st</sup> CENTURY.**



## MISSION

“Our Mission Statement addresses Fort Detrick’s reason for being and specifies the functional role Fort Detrick is going to play in the environment. Our Mission Statement clearly indicates the scope and direction of the installation’s activities and will serve as a template for decision making by people at all levels within the installation.” (Fort Detrick Board of Directors)

- **Command, operate and administer resources to provide quality support to DOD and non-DOD customers meeting their current and future mission requirements through an innovative, quality workforce using best business practices.**
- **Fort Detrick serves four of the President’s cabinet-level agencies: Department of Defense, Department of the Treasury, Department of Agriculture and Department of Health and Human Services involved in biomedical research and development, medical materiel management, global telecommunications and rapid detection of new and emerging crop pathogens.**
- **Within the Department of Defense, Fort Detrick supports elements of all four military services. Major Department of the Army tenants include the U.S. Army Medical Research and Materiel Command, the U.S. Army Medical Research Institute of Infectious Diseases, the U.S. Army Medical Materiel Agency and the 21<sup>st</sup> Signal Brigade.**

## Part B: Market/Situational Analysis

### STRENGTHS

- Access to Interstate highways, rail transportation, and three major international airports within 50 miles; a helipad is available on post, and a regional airport is just five minutes away in Frederick.
- Largest employer in Frederick County and is viewed favorably by local community leaders and elected officials. Frederick County is one of the fastest growing counties in the state of Maryland with quality educational facilities and social and cultural activities.
- Well-developed interservice support agreement process.
- Installation preventive maintenance process
- Owns and operates its own water treatment plant and has an independent Wastewater system to handle potentially contaminated liquids and a completely separate sanitary wastewater system.
- Safety record
- Hazardous Material Response Team fully equipped with a HAZMAT vehicle; on-call 24 hours
- One of few military installations with its own state-of-the art, state-permitted, self-contained landfill. It is fitted to support unique medical missions.
- Incinerator meets all state of Maryland air pollution standards, is state-permitted – meeting the requirements for disposal for “Special Medical Wastes.”
- Master Planning and Installation Real Property Planning Board Working Group (RPPBWG).
- All utilities on the installation have built-in redundancy to maintain continuity of services.
- A fiber optics network system is available both on-post and in the local public communications system; in addition, the installation has state-of-the-art computer technology and support.

- Approximately 800 acres of undeveloped real estate is available to meet DOD and mission related requirements.
- Workforce is motivated, well trained and exceedingly knowledgeable about the utilities and requirements of the specialty units on post.
- USAG aggressively pursues innovative and creative techniques in internal operations and services. Transition to a Most Efficient Organization (MEO) will redefine the USAG to capitalize on efficiencies, reduce duplication of efforts, and bureaucracy.
- Customer service representatives provide continuous communications with customers to meet their needs.
- Selected as MEDCOM's nominee for Army Communities of Excellence for several years. The installation received honorable mention at the Department of the Army level competition for three years. It was selected as a semi-finalist in the 1998 competition. In 1999, ACSIM selected Fort Detrick as a winner of the Army Communities of Excellence Award.

### **WEAKNESSES**

- Antiquated World War II buildings and infrastructure consume valuable time, energy and other resources that could be used more productively.
- Keeping up with technological advances.
- Timeliness of response to customers
- Lack of baseline data to develop valid performance measures and Activity-Based Costing.
- Failure to globally communicate vision, values, and goals to entire workforce and gain complete support.

### **OPPORTUNITIES**

- Creation of the Detrick Center for Training and Education Excellence increases the opportunity for training and professional development utilizing the latest technology.
- Development of partnerships with other federal agencies and local government entities produces an economy of scale and improves the potential for sharing with and learning from others.
- Commercial Activities Study (A76) will force a rapid transition to becoming the Most Efficient Organization (MEO) gaining an edge over our competitors.



- The Calibre Study, which assessed the value of consolidation of similar functions with MRMC, may increase the value of USAG in the eyes of the Medical Command, e.g., merging the Community Relations, the U.S. Army Medical Research and Materiel Command's Public Affairs Office, and the USAG Public Affairs Office allows for an increased targeting of all audiences.
- Joint service involvement in Army medical department.
- Locating new funding sources to reimburse support.
- In the FY02-04 timeframe, the post will replace its campus communication backbone with the latest generation technology. This upgrade will allow Fort Detrick to provide state-of-the-art data and video (and possibly voice) services to installation organizations.
- Internet access was upgraded in January 2000 to permit significantly improved access to Internet sites, which is a critical component of the workplace today.
- Intranets have been established to serve both the installation as well as the Garrison. These are important tools that become online electronic encyclopedias of information; tailored for a specific group of users.

## **THREATS**

- The Department of the Army mandated a Commercial Activities (A76) study resulting in a successful bid by the government to retain services in-house causing a Reduction in Force and a reorganization of base operations support.
- The Commercial Activities (A76) study and implementation of the MEO threatens morale and places an added burden on the workforce while striving to compete against private industry.
- Government downsizing and budget degradation reduces the ability of the workforce to provide timely service to all customers.
- Operations of the post are regulation driven and hinder effective and efficient operation available to competition.
- Bureaucratic restraints such as civilian personnel regulations and procurement impediments impinge on the ability of USAG to compete for quality personnel and deliver timely, cost-efficient services.

## Part C: Corporate Philosophy



### VALUES

“Fort Detrick’s values can be defined as our organization’s code of ethics and behavior. Our values provide the guiding principles to achieve our vision, mission and goals.” (Fort Detrick Board of Directors)

- **Honesty** - exhibiting truthfulness and overall moral excellence
- **Integrity** - firm adherence to a code or standard of values; do what’s right, legally and morally
- **Responsibility** - personal accountability or ability to act free from guidance or higher authority
- **Loyalty** - firm in allegiance to one’s government, homeland or sovereign; bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other soldiers/co-workers.
- **Commitment** - bound emotionally or intellectually to an ideal or course of action
- **Competence** - properly qualified



## CORPORATE LEADERSHIP RESPONSIBILITIES

“The leadership assumes certain responsibilities in exchange for a commitment from the workforce that it will make every effort to implement the Strategic Plan and subsequent goals and objectives in a manner conducive to fostering excellent customer service.” (Fort Detrick Board of Directors)

- **Reward Innovation**
- **Encourage Teamwork**
- **Enhance Individual Skills**
- **Leverage Core Competencies**
- **Encourage Personal Initiatives**
- **Provide a Safe and Healthy Workplace**
- **Instill Total Commitment to Excellence**
- **Develop Alternative Skills**



## KEY BUSINESS DRIVERS

“Key Business Drivers are external opportunities and/or threats that pose strategic questions, impact our decisions and provide direction for our actions.” (Board of Directors)

- **Customers**
- **Readiness**
- **Sustainment**
- **Competition**
- **Technology**
- **Innovation**
- **Expansion**
- **Resources**



## CORE COMPETENCIES

“Assets or skills that are capable of being the competitive basis of any business. Core competence represents the consolidation of organization-wide technology and workforce skills into a coherent trust.” (Board of Directors)

- **Work Ethic**
- **Facilities Maintenance**
- **Resource Management**
- **Personnel Development**
- **Organizational Structure**
- **Infrastructure**
- **Logistics**
- **Information Management**
- **Well Being** (Morale, Welfare and Recreation/Safety and Environment)

## Part D: Strategic Overview

The five Army tenets define a global concept of the major thrusts that must be pursued in order to achieve the Army's vision. These tenets have been further refined into eight Army goals with strategies to achieve each goal.

### Tenets

### Goals

#### Maintain Readiness

1. **Human Resources.** Transform installation management human resource programs.
2. **Investment Plan.** Resource and implement investment plans for enduring 21<sup>st</sup> Century installations to revitalize or replace essential infrastructure and adequately support services.

#### Provide Power Projection

3. **Power Projection.** Enable installations to meet the power projection mission.

#### Maintain Quality of Life

4. **Quality of Life.** Provide a suitable level of life at a reasonable cost.

#### Sustain the Environment

5. **Environmental Stewardship.** Integrate environmental values into Army missions and implement cost-effective stewardship to sustain the environment

#### Operate Efficiently

6. **Installation-Level Business Processes.** Institute installation-level smart business processes to mitigate resource constraints, improve customer service, and to reduce the cost of operating installations.
7. **Community Integration.** Partner with local communities to enhance installation operations.
8. **Resource Management.** Provide commanders the management information necessary to determine priorities.

## GOALS

“Fort Detrick’s goals and objectives flow directly from our organization’s vision and fully explain how the vision is to be accomplished. Fort Detrick’s goals are strategic and must provide the framework for the installation’s lower-level, operational objectives and action plans. Each of our five installation goals contributes significantly to achieving that overall vision while supporting Fort Detrick’s mission, the Army’s tenets and its goals.” (Fort Detrick Board of Directors)

**1 - Operate, maintain, develop and improve quality services and infrastructure.**

*(Relates to Army Tenet - Operate Efficiently/Army Goals 2, 6 and 8)*

**2 - Provide a safe, secure and healthy environment for the Fort Detrick community.**

*(Relates to Army Tenet – Sustain the Environment/Army Goal 5)*

**3 - Provide and improve community well being.**

*(Relates to Army Tenet – Maintain Quality of Life/Army Goal 4)*

**4 - Enhance professional and technical development of the workforce.**

*(Relates to Army Tenets – Maintain Readiness and Provide Power Projection/Army Goals 1 and 3)*

**5 – Sustain fiscal accountability and respond to customers through effective and efficient business practices.**

*(Relates to Army Tenet – Operate Efficiently/Army Goals 6, 7 and 8)*



# TIMELINES

## **PHASE I (Budget Execution 1-2 years)**

The objectives for Phase I are the active, current business plans for the installation, reported out quarterly, and encompass the current budget cycle.

## **PHASE II (POM\* 3-5 years)**

Phase II objectives may move to Phase I when urgency or timeline dictates or can be split between Phases I and II and provide a mechanism to program a budget requirement.

## **PHASE III (POM\* 6-7+ years)**

Phase III objectives may move to Phases I or II when urgency or timeline dictates or can be split among Phases I, II and III and provide a mechanism to program a budget requirement.

## **STATUS OF OBJECTIVES**

**Green** - Objective is on time and on target to completion during applicable phase. All aspects of the business plan are currently being met; no financial or regulatory restraints.

**Amber** - Current objective or timeline encountered barriers. It is anticipated that these barriers will be overcome. Or, there has been a slow down in accomplishing the anticipated timeline, however, it is anticipated that the objective will soon be back on target.

**Red** - A) Particular objective not yet begun due to incomplete planning or readiness issues that relate to a preceding timeline; B) A currently active objective hit a barrier that cannot be overcome, e.g., a legal, environmental, or budgetary issue. Timeline was violated and cannot be restored without reworking entire objective.

## **\*Program Objective Memorandum**

## Part E: Strategic Goals and Objectives



### GOAL I

**Operate, maintain, develop and improve quality services and infrastructure.**

**Goal Champion – Director, Installation Services (DIS)**

Goal 1 will be achieved through accomplishment of the following prioritized objectives. Each operational objective has an estimated cost with a separate action plan to define supporting tasks and phases

- 01-01 Remove Excess Temporary WWII Buildings
- 01-02 Renewal & Change Master Planning
- 01-03 Commissary Completion Time Line
- 01-04 PX Mini Mall Completion Time Line
- 01-05 Configuration Management Plan
- 01-06 Medical Research Information Technology System
- 01-07 Oracle Upgrade & Reconfiguration
- 01-08 Metric Repository Completion Time Line
- 01-09 Change Order Overruns
- 01-10 Right Size Supply Inventory
- 01-11 Update Preventive Maintenance Program
- 01-12 Improve Service Order Response Time
- 01-13 Right Size GSA Fleet





## GOAL 2

**Provide a safe, secure and healthy environment for the Fort Detrick community.**

**Goal Champion – Director, Safety, Environment and Integrated Planning Office (SEIPO)**

Goal 2 will be achieved through accomplishment of the following prioritized objectives. Each operational objective has an estimated cost with a separate action plan to define supporting tasks and phases.

- 02-01 Voluntary Protection Program Preparation
- 02-02 Terminate NRC License by 04/05
- 02-03 Development of “Wide Pasture” Park
- 02-04 Implement an Environmental Mgt. System (EMS) by 31 Dec 2005
- 02-05 Integrate National Interagency Biodefense Campus (NIBC) master planning requirements by 31 July 2007
- 02-06 Access Control Point upgrade
- 02-07 Emergency Warning Systems
- 02-08 Emergency Services Center (ESC)
- 02-09 Renovate Existing Fire Station
- 02-10 Complete Force Protection Plan for Fort Detrick by Mar 05
- 02-11 ICIDS III
- 02-12 Replacement of Jersey barriers/bollard plan
- 02-13 Perimeter Fencing
- 02-14 Special Reaction Team
- 02-15 Main Gate Renovation



## GOAL 3

**Provide and improve community well being.**

**Goal Champion – Director, Morale, Welfare and Recreation (DMWR)**

Goal 3 will be achieved through accomplishment of the following prioritized objectives. Each operational objective has an estimated cost with a separate action plan to define supporting tasks and phases.

03-01 - Construction of an indoor pool facility by 2005

03-02 - Develop Area A Conference Center

03-03 - Develop Community Park by 2007

03-04 - Complete Community Support Plan by 2006

03-05 - Complete Community Support Plan by 2006 – Phase II

03-06 - Reduce the number of substantiated cases of child and spouse abuse to a number that is equal to or lesser than the DA rate of abuse.

03-07 - Youth Program Issues & Resolution

03-08 - Implement DA Needs Assessment (survey)



## GOAL 4

### **Enhance professional and technical development of the workforce.**

#### **Goal Champion – Director, Human Resources (DHR)**

Goal 4 will be achieved through accomplishment of the following prioritized objectives. Each operational objective has an estimated cost with a separate action plan to define supporting tasks and phases

- 04-01      Develop a Human Capital Plan
- 04-02      Oversee DoT / CDL Alcohol & Drug Testing for DOI
- 04-03      Conduct Drug & Alcohol Briefings for Command Personnel
- 04-04      Establish Drug & Alcohol Syllabus for Units
- 04-05      Establish Unit Inspection Program IAW 600-85
- 04-06      Increase Classroom & Facility Training Capabilities
- 04-07      Offer GETN Satellite Training
- 04-08      Provide Web Based Scheduling
- 04-09      Emphasize Use and Participation of Historically Black Colleges
- 04-10      Eliminate the Enlisted Military Personnel Record Jacket
- 04-11      Automate Military Personnel Division Sign In Process
- 04-12      Community Support Plan, Phase 3



## GOAL 5

**Sustain fiscal accountability and respond to customers through effective and efficient business practices.**

### **Goal Champion – Director, Resource Management**

Goal 5 will be achieved through accomplishment of the following prioritized objectives. Each operational objective has an estimated cost with a separate action plan to define supporting tasks and phases.

05-01 - Implement ABC, SBC, ISR in Daily Business by 2005

05-02 - Sustain Levels of Funding for SRM and Other Projects

05-03 - Increase Ratio of Reimbursable to Direct Funds by 10% (compared to Sep 03 baseline)

05-04 - Establish a USAG Customer Service Program by November 2005

## Part F: Subordinate Planning Documents

Annual Work Plan (DIS)

Army Family Advocacy Plan (DMWR)

Detrick Center for Training and Education Excellence Strategic Plan (DHR)

Environmental Planning Guide (SEIPO)

Fiscal Resources Plan (RM)

Fort Detrick/AJCC-Site R Strategic Plan (Fire and Emergency Services)

Geographic Information System Data Base (DIS)

Human Resources Plan (DHR)

Information Management and Technology Plan (DOIM)

Installation Beautification Plan (SEIPO)

Installation Business Plan (SEIPO)

Installation Design Guide (SEIPO)

Installation Landscape Plan (SEIPO)

Installation Master Plan (SEIPO)

Installation Services Resource Management Plan (DIS)

Installation Status Report (SEIPO)

Integrated Cultural Resources Management Plan (SEIPO)

Integrated Natural Resources Management Plan (SEIPO)

## Part G: Measurement and Performance Analysis

### **ACTIVITY BASED COSTING (ABC)**

ABC is a method of measuring the consumption of resources by activities and the consumption of activities by services. Differing from Services Based Costing (SBC), which measures cost at the service level, ABC traces costs (resources consumed) to activities and then through those activities to products or services. The intent is to make “cost accounting” a tool for management decisions about cost efficiencies and effectiveness. ABC breaks services into activities that are necessary for providing that service. The advantage of the detail in ABC for the manager is to give visibility to value added and non-value added activities. ABC is in the process of morphing into the IMA/NERO ABC model to ensure that benchmarking can occur.

### **COMMON LEVELS OF SUPPORT (CLS)**

With the transformation from MACOM to the Installation Management Agency, it became apparent that the paradigm must shift in order to “Manage Installations equitably, effectively and efficiently,” (Goal 2 of Installation Management Agency Strategic Plan). The shift must occur to ensure that ever-dwindling available funding is utilized to “Provide consistent and equitable services through “standards” (Briefing IMA Leaders of Change, Ms Beverley E. Robertson, 27 July 2004). The paradigm shift is going to create a predictable environment of ISR service delivery for Installation customers. The change will ensure a uniform delivery of the Army’s highest priority installation services within available funds and it will allow the measurement and benchmarking of all USAG’s performance areas. As a “special installation”, Fort Detrick is not required to participate; however, in order to provide our stakeholders with confidence in regards to our effective and efficient use of available resources, we are EAGER to participate in what we believe will be one of the most significant transformations in the Army.

## **ARMY PERFORMANCE IMPROVEMENT CRITERIA (APIC)**

The Army Chief of Staff for Installation Management (ACSIM) Army Communities of Excellence (ACOE) Office has developed the APIC which is an adaptation of the Malcolm Baldrige National Quality Award (MBNQA) criteria. Malcolm Baldrige was a former Secretary of Commerce who implemented numerous quality-related programs such as the MBNQA which recognized initiatives of private sector companies.

The APIC contributes significantly to base operations and has improved the quality of life for our soldiers, Army civilians, and their families. It is a Chief of Staff of the Army's program that assesses excellence on installations based on the process of continuous improvement in leadership, planning, process improvement and customer service and satisfaction. The seven criteria elements are Leadership, Strategic Planning, Customer and Market Focus, Measurement, Analysis, and Knowledge Management, Human Resource Focus, Process Management and Business Results.

All Army installations are expected to conduct self-assessments using the seven APIC elements; however, participation in the ACOE annual review process and award program continues to be voluntary. The APIC focuses on self-assessment, to identify strengths/weaknesses in planning and execution with emphasis on customer requirements and satisfaction. All installations/organizations, regardless of size, are assessed against the Baldrige criteria, not against each other. A self-assessment is the first step in understanding where we are and where we are going. The true value of the current ACOE program is the assessment process done at the installation level.

The self-assessment is then followed by an external assessment and site visit conducted by ACOE Baldrige-trained examiners. Analyses, scoring and a feedback report from the examiners are evaluated by the ACOE Office in an annual competition/award process to recognize Installations that have improved their quality and customer initiatives. Any award for achieving significant improvement or achieving excellence is secondary to the long-term improvement that is possible with the self-assessment and the external review and feedback report. Fort Detrick plans to focus on the weaknesses

and areas for improvement identified in the feedback reports to help close gaps in several performance and operational areas.

## **PERFORMANCE MEASUREMENT**

Balanced Scorecard (BSC) provides a four-perspective framework (Customer/Mission, Internal Processes, Learning and Growth, Financial) to translate strategy into operational terms. In the spring of 2001, the USAG adapted the Plan, Do, Check, Act (PDCA) Cycle from its Review and Analysis (R&A) process to the BSC. In 2004, the USAG began reporting selected BSC measures for each from operations and its five strategic goals to its Headquarters - MRMC. Each measure has a targeted score and an actual score automatically placing it on a scale of 1 through 10 with a green, amber or red status. In mid-2004, the USAG's R&A and BSC migrated to a Performance Measurement Review based on ISR metrics. This move was made to create more opportunities for benchmarking and comparative analysis as all Army installations report under ISR.



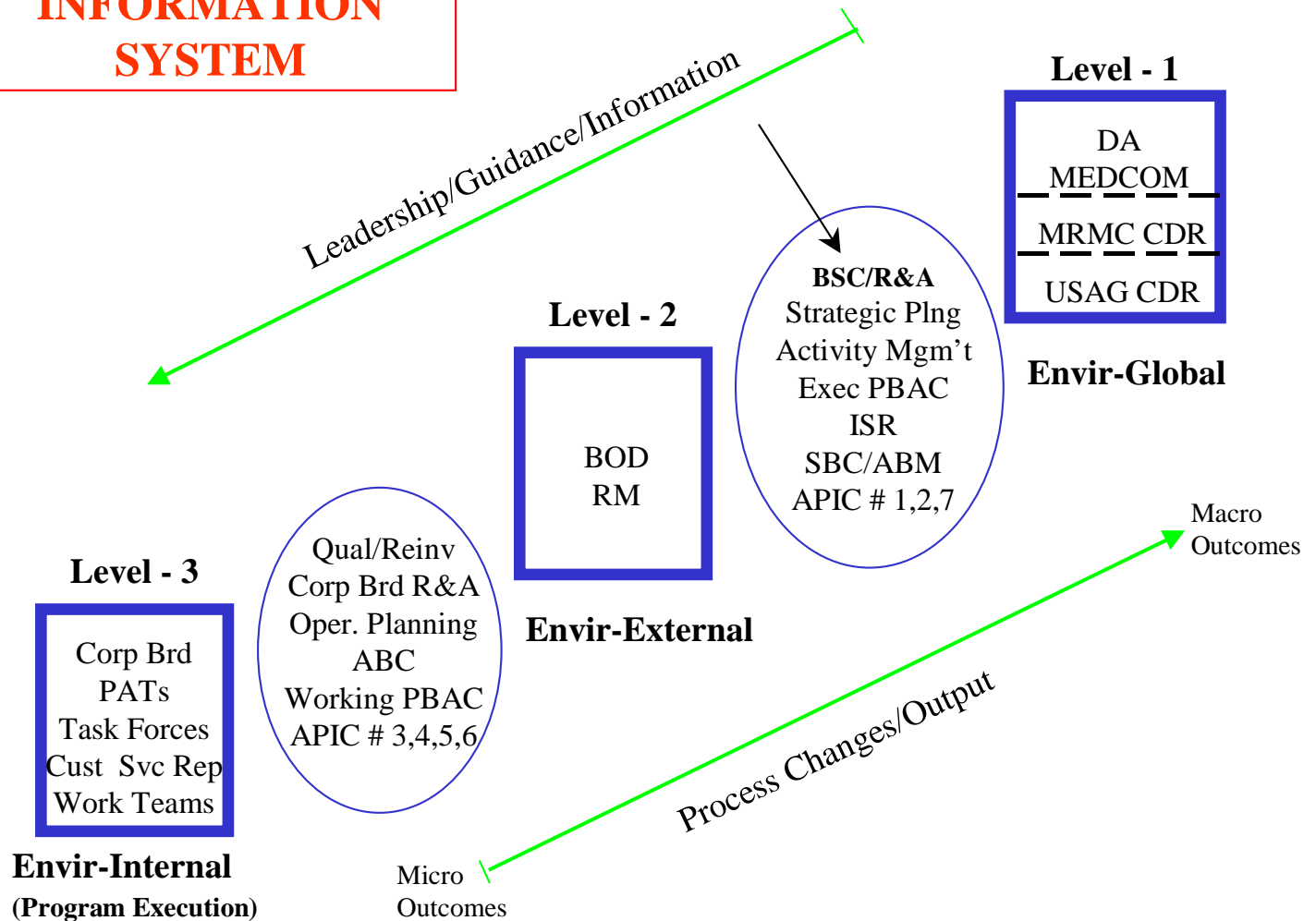
## Part H: Glossary of Terms and Acronyms

|               |   |
|---------------|---|
| <b>ABC</b>    | <b>Activity Based Costing</b>                               |
| <b>ACOE</b>   | <b>Army Communities of Excellence</b>                       |
| <b>ACSIM</b>  | <b>Army Chief of Staff for Installation Management</b>      |
| <b>APIC</b>   | <b>Army Performance Improvement Criteria</b>                |
| <b>BSC</b>    | <b>Balanced Scorecard</b>                                   |
| <b>BOD</b>    | <b>Board of Directors</b>                                   |
| <b>CA</b>     | <b>Commercial Activities (A76)</b>                          |
| <b>CLS</b>    | <b>Common Levels of Support</b>                             |
| <b>CSR</b>    | <b>Customer Service Representative</b>                      |
| <b>DA</b>     | <b>Department of the Army</b>                               |
| <b>DMWR</b>   | <b>Directorate, Community Services</b>                      |
| <b>DCTEE</b>  | <b>Detrick Center for Training and Education Excellence</b> |
| <b>DIS</b>    | <b>Directorate, Installation Services</b>                   |
| <b>FD</b>     | <b>Fort Detrick</b>   |
| <b>HAZMAT</b> | <b>Hazardous Materials</b>                                  |
| <b>HR</b>     | <b>Human Resources</b>                                      |
| <b>HMMP</b>   | <b>Hazardous Materials Management Program</b>               |
| <b>KBD</b>    | <b>Key Business Driver</b>                                  |
| <b>KP</b>     | <b>Key Process</b>  |
| <b>IMA</b>    | <b>U.S. Army Installation Management Agency</b>             |
| <b>IMAP</b>   | <b>Installation Management Action Plan</b>                  |
| <b>ISR</b>    | <b>Installation Status Report</b>                           |
| <b>MBNQA</b>  | <b>Malcom Baldrige National Quality Award</b>               |
| <b>MC</b>     | <b>Medical Corps</b>  |
| <b>MEDCOM</b> | <b>Medical Command</b>                                      |
| <b>MEO</b>    | <b>Most Efficient Organization</b>                          |
| <b>MRMC</b>   | <b>Medical Research and Material Command</b>                |
| <b>MS</b>     | <b>Medical Service</b>                                      |
| <b>MRO</b>    | <b>Maintenance, Repair and Operations</b>                   |
| <b>MWR</b>    | <b>Morale, Welfare and Recreation</b>                       |
| <b>NERO</b>   | <b>Northeast Region Office, IMA</b>                         |
| <b>ODC</b>    | <b>Ozone Depleting Chemicals</b>                            |
| <b>PAO</b>    | <b>Public Affairs Office</b>                                |
| <b>PAT</b>    | <b>Process Action Team</b>                                  |

|                |  |
|----------------|--|
| <b>PBAC</b>    | <b>Program Budget Advisory Committee</b>                   |
| <b>PDCA</b>    | <b>Plan, Do, Check, Act</b>                                |
| <b>PM</b>      | <b>Preventative Maintenance</b>                            |
| <b>POC</b>     | <b>Point of Contact</b>                                    |
| <b>POM</b>     | <b>Program Objective Memorandum</b>                        |
| <b>QOL</b>     | <b>Quality of Life</b>                                     |
| <b>R&amp;A</b> | <b>Review and Analysis</b>                                 |
| <b>RM</b>      | <b>Resource Management</b>                                 |
| <b>RPPBWG</b>  | <b>Real Property Planning Board Working Group</b>          |
| <b>SBC</b>     | <b>Service Based Costing</b>                               |
| <b>SEIPO</b>   | <b>Safety, Environment, and Integrated Planning Office</b> |
| <b>SP</b>      | <b>Strategic Plan</b>                                      |
| <b>SWOT</b>    | <b>Strengths, Weaknesses, Opportunities, Threats</b>       |
| <b>TAQ</b>     | <b>Total Army Quality</b>                                  |
| <b>USAG</b>    | <b>US Army Garrison</b>                                    |

# Part I: How Business Gets Done

## USAG CORPORATE INFORMATION SYSTEM



## Part J: Action Plan



The Action Plan is a separate document used to track and measure the objectives. Each objective is color coded to quickly ascertain whether an objective is on schedule. The reporting process for the Action Plan is the Strategic Planning Meeting held quarterly and includes tenant organizations. Goal Champions meet with action officers in the interim between quarterly meetings to review the progress of the objectives. Objectives are written in the **SMART** format, **S**pecific, **M**easurable, **A**ttainable, **R**ealistic, **T**ime Bound, identify the Phase (I, II, III) supported and the estimated cost to complete.

# Part K: Size, History, Command/New Relationships and Population Data

## FORT DETRICK MARYLAND

### Size

**Acres:** 1,153

**Square Footage of Buildings:** 2,129,672 SF

**Plant Replacement Value:** \$950.2 mil

### History

Camp Detrick was made a permanent training field for annual encampment of the 104th Aero Squadron of the 29th Division (Maryland National Guard) in 1931 and named Detrick Field in honor of the late Dr. Frederick L. Detrick, flight surgeon of the unit. In 1938, Detrick Field was removed from the list of military and emergency airfields; but in 1939, the federal government renewed its lease. With World War II looming, Detrick Field became home for a Cadet Pilot Training Program. Quartermaster Corps soldiers from Fort Ritchie, approximately 26 miles north near Sabillasville, MD, were assigned to Detrick Field and kept the facilities operating in the years immediately preceding the onset of World War II. The last airplanes departed Detrick Field in December, 1941, and January, 1942 after the Japanese Imperial Navy bombed US Military forces in Hawaii on December 7, 1941. After Declaration of War, the 104th and Cadet Training pilots were reassigned to conduct antisubmarine patrols off the Atlantic Coast.

Camp Detrick was renamed Fort Detrick as part of the Nation's response to the World War II biological warfare threat. This conversion of the World War II-era program to an all-medical defensive effort reflects the ramp-up of national scientific and technical resources required to focus on and meet new critical needs. The adaptability of Fort Detrick to changing requirements and national priorities is the reason this community of excellence still exists and continues to play a vital role in national defense.

Today, Fort Detrick is a premier quad-service Installation committed to excellence. Medical biological defense is just one area in which Fort Detrick units provide critical leadership. Through medical research and development, medical materiel acquisition, medical logistics, medical information technology development, global telecommunications, cancer research, and many other areas, Fort Detrick is leading the way to the ultimate goal of saving military and civilian lives through improved health care delivery on the battlefield and in the hospital. Proud of its past, Fort Detrick is focused on a future of continued excellence in service to the Nation.

## **Command and New Relationships**

Fort Detrick's missions include base operations support (US Army Garrison – USAG) and strategic missions including national biomedical research and development, joint medical logistics, and global telecommunications. The USAG provides support to the Raven Rock Mountain Complex, Camp David and Communications Sites C and D. The USAG also provides morale, welfare, recreation, and other support services for authorized military and family members, and retirees. As an Army Medical Department Installation, Fort Detrick is under the command and control of the US Army Medical Command, and is now forming a new relationship as a “Special Installation” under the IMA.

Within the DOD, Fort Detrick supports elements of all military services. As the key player in National Biodefense Strategy, the National Interagency Biodefense Campus (NIBC) will be constructed on the Installation over the next seven years. This Campus will bring together, at one location, several federal agencies. The Campus will enhance public health research, biomedical research, and biotechnology development and encourage scientific collaboration. In a new relationship with the National Interagency Biodefense Coordinating Committee (NIBCC), the USAG is the facilitator of the NIBCC and established a process for promoting federal interagency coordination in facilities planning and technology sharing to minimize duplication of effort, technology and facilities.

## **Population**

|              | <b>Authorized</b> |
|--------------|-------------------|
| Military     | 1,307             |
| Civilian     | 2,385             |
| Contractor   | 2,485             |
| Student      | 6                 |
| Other        | 165               |
| <b>TOTAL</b> | <b>6,348</b>      |



## SUMMARY

We began this document with the Fort Detrick vision, and that is where it ends as well. This is the beacon that guides our choices. Many of you have likely heard the analogy of the Cathedral builders. It goes something like this:

A passerby was fascinated by the work in progress on a beautiful cathedral. As he watched the workmen, he was intrigued by the role that each played in constructing such a beautiful building.

The passerby asked the first workman, “What are you doing?”

The workman answered, “I’m laying bricks.”

The passerby asked the second workman, “What are you doing?”

The workman answered, “I’m constructing a support wall.”

The passerby asked the third workman, “What are you doing?”

“I’m building a Cathedral,” he replied.

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We at Fort Detrick believe that bricks and support walls are very important, but we must never lose sight of the final product...the Cathedral.

We are here to provide service for our customers.

This strategic, long-range plan allows for renewal and growth to maintain a vital, healthy organization for years to come.

*The **Strategic Plan** for Fort Detrick is a living document. It is reviewed and revised annually. Comments and recommendations for revision are invited and should be sent to Resource Management X3291.*

